T 68/989

Management Analysis Series:

Training and Planning Guide for Management Analysts

This planning guide is for employees of Federal, state, and local government agencies who need the Management Analysis training offered by the Office of Personnel Management. It should be particularly helpful to supervisors and training managers in planning to meet the unique needs of their employees when considered in conjunction with other career planning tools.

For further information regarding this planning guide and other Management Support Occupations Training programs, please call (202) 632-6047.

United States Office of Personnel Management

Office of Washington Training and Development Services

Management Support Occupations Division

WTDS-TPG-104
MSOD 3/89

PM 1.49:

Training and Planning Guide for Management Analysts

Developmental Goals

Developmental Areas	Entry	Intermediate	Advanced
	• To acquire basic management analysis knowledges and skills. • To learn to study routine and repetitive processes. • To apply **well-established** methods, principles and procedures of management analysis to routine assignments. • To provide factual information to managers and explain non-controversial findings and recommendations.	• To be able to visualize new or revised methods, procedures or organizational structures. • To be able to study complex organizations, processes or functions. • To develop new or substantially modified organizational structures, work processes, manpower or information control systems. • To gain acceptance of controversial and critical observations, findings, and recommendations for substantial changes in work operations.	• To be involved in major government programs which strongly influence the internal administrative process in a large agency. • To be able to study those functions which lead to extensive problems of coordination in factfinding and be able to test recommendations on interested agencies and outside groups. • To be recognized as a technical authority on management principles, practices, and methods. • To furnish highly advanced technical guidance and information on the management process to top-level administrative and technical agency personnel, other government agencies, and private industry.
	Entry Level Courses	**Intermediate Level Courses**	**Advanced Level Courses**
Management Analysis	**Elements of Management Analysis** — an introduction to management analysis.	**Management Analysis and Review** — an intermediate course in management analysis.	**Advanced Management Analysis** — for experienced analysts.
Organization and Methods Analysis	**Techniques for Systematic Analysis and Improvement** — tools and techniques to describe, analyze, and improve work procedures, processes, and situations.	**Organizational Study and Design** — for the analysis of organizations. **Administrative Systems and Procedures Analysis** — techniques for improving manual systems and procedures.	
Analytical Techniques		**Management Advisory Techniques: Consulting Skills** — an introduction to consulting and advisory skills. **Data Collection and Analysis** — techniques for the data collection portions of the study.	**Program Evaluation Methods** — techniques for designing and conducting evaluations **Project Management** — for scheduling and implementing project plans. **Internal Control Reviews to Avoid Waste, Fraud and Abuse** — techniques for establishing and testing management controls
Reporting		**Government Briefing Techniques** — techniques for effective oral presentations. **Report Writing in Government** — to communicate clearly and logically.	
Quantitative Techniques	**Basic Statistical Applications** — basic concepts of statistics.	**Presenting Statistics Using Graphs, Charts, and Tables** — ways to properly present statistical data. **Measuring Efficiency in Government** — work measurement and standards	**Statistics for Management** — to make sense of government's abundance of numbers.
Quality and Productivity Improvement		**Improving the Quality of Government Services** — techniques and process for quality improvement **A-76 Cost Handbook Workshop** — how to perform the cost comparison **Writing Statements of Work for A-76 Reviews** — to write a Performance Work Statement and Quality Assurance Plan	

Management Analyst Qualifications

Following are the knowledges and skills required for this occupation. Not all management analysis positions require all of these knowledges and skills all of the time. Rather, these are the qualifications that characterize the occupation and that are common to most positions.

Knowledge required of:

- Functions, processes and principles of management;
- Practices, theories, techniques and methodology of management;
- Basic trends and current developments in management theory; and
- Organizational structure, functions, procedures and background legislation of the management entities served and advised.

Skill required to:

- Apply practices, theories, techniques, and methodology of management to problems assigned;
- Apply knowledge of the organization, functions, procedures, workflow and legislation of the organizational entities served to the management problem assigned;
- Gather, assemble, and analyze facts, draw conclusions, and devise solutions to assigned problems;
- Select practices and theories and devise analytical techniques and methodology suited to the management problems assigned;
- Make oral and written reports and presentations, and prepare graphs and charts clearly, concisely, and effectively;
- Gain cooperation and cooperate with others;
- Gain acceptance of work products (e.g., findings and recommendations);
- Conduct interviews and establish and maintain effective relationships with supervisors, employees, administrative and operating officials and others;
- Visualize the effects and ramifications of changes recommended;
- Exercise ingenuity and inventiveness in devising solutions to problems; and
- Negotiate the implementation of suggested changes in administration procedures and practices.

☆ U.S. GOVERNMENT PRINTING OFFICE: 1989—249-481